Leadership and the development of the organizational culture of companies. A systematic review

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Abstract: This research examines the relationship between organizational culture and leadership, highlighting how the latter influences the development of various dynamics within companies and organizations across different sectors and geographic regions worldwide. The study was conducted through a literature review using systematic methods to collect data. A total of 72 relevant documents were analyzed and selected from the Scopus database based on specific criteria such as the period of publication (2015–2023), thematic relevance, and document type. The research process was structured around three key questions: How does leadership influence the development of organizational culture in companies? What are the main types of leadership employed in fostering organizational culture within companies? What are the primary contributions of research regarding the influence of leadership on the development of organizational culture in companies? One of the key findings highlights the significance of leadership strategies that incorporate aspects such as talent development, effective communication, shared responsibility, team strengthening, and the integration of values related to competitiveness and environmental sustainability. Additionally, various leadership styles identified in the reviewed documents and their impact on different organizations are discussed. The study also reveals significant contributions from leadership research regarding the development of capabilities and key factors.

1. Introduction

When analyzing the internal dynamics of organizations, leadership undoubtedly emerges as a key element to consider. Leadership is increasingly recognized as a crucial factor within organizations, as it enables the assessment of various relevant aspects such as the adaptation process, decision-making, and problem-solving [1].

Therefore, it is essential to recognize that leaders must make effective decisions in complex and challenging contexts [2]. When analyzing personnel recruitment processes within an organization, it becomes evident that, just as the level of training required for a position is assessed, it is also necessary to identify the leadership style demanded by the organization. This ensures that leadership serves as a means to inspire and motivate employees [3]. Consequently, considering these two aspects highlights the diverse interplay between organizational culture and leadership, which can vary depending on the context and the perspective from which they are analyzed. Thus, leadership may be influenced by organizational culture, or vice versa [4].

Leadership is a concept with a broad and robust scope, as evidenced by various authors who have contributed to the field. Bennis and Nanus (1985), cited by Barge [5] state that there are hundreds of different definitions of leadership. This suggests that there are as many definitions of leadership as authors are studying the subject.

Bass [6] defines leadership as an interaction among group members that involves a shift in their perceptions. This perspective acknowledges a process of influence between the leader and the team being led. Consequently, it is crucial to consider that a leader's actions contribute to changes in the motivation levels and performance of other group members.

Thus, the leader plays a crucial role within the organization, serving as a point of reference for employees and providing continuous guidance toward achieving common goals. Undoubtedly, envisioning an organizational setting without a leader would result in a highly chaotic situation, as the absence of a guiding figure would lead everyone to prioritize their interests. Therefore, a leader must possess the ability to steer the team toward the accomplishment of organizational objectives.

In this context, García [7] states that considering leadership theories within the field of group psychology, the various definitions are complementary. He highlights a significant consensus in recognizing that leadership involves a process of influence between the leader and their followers.

Various authors emphasize the importance of recognizing leaders' ability to influence their followers. Barrow [8] highlights this by defining leadership as a process of social influence. This perspective underscores the undeniable relationship of influence between individuals and groups in achieving their objectives, regardless of their nature.

Thus, understanding leadership as a process of influence between the leader and their followers implies a series of activities and decisions undertaken by the leader within the organization, such as defining organizational strategies aligned with the proposed objectives. The strategies and decisions implemented within the organization highlight the importance of developing, for instance, human talent policies in coordination with organizational development [9]. This approach seeks to generate a positive impact on employee well-being within the organization, thereby recognizing the value of human talent from an organizational management perspective [10].

Consequently, it is evident that within corporate culture, discussing leadership is essential, as it is undeniably linked to employee satisfaction levels and organizational performance. Therefore, an important aspect to consider is the training of executives in leadership, equipping them with strategies and tools that enable them to participate effectively and make decisions with a global vision that fosters adaptability to change.

An important aspect of the relationships established between leaders and their teams, which directly impacts organizational culture, is the balance promoted between work and family life—an ongoing challenge for organizations [11]. In this regard, Lawrence [12] states that when employees achieve a balance between their professional and personal time, organizational outcomes tend to improve, leading to increased team productivity. The role of leadership within an organization is highly significant, as its management can positively influence processes related to employees' professional growth [13]. In turn, this impacts organizational culture by fostering environments that encourage continuous learning among employees [14].

Therefore, the role of the leader within an organization is fundamental, as they set the direction for both the company and its employees in carrying out their tasks. The relationship between the leader and employees is thus bidirectional, as motivated and satisfied employees tend to be more receptive to the decisions made by leaders. Pinzón [15] states that when leaders make decisions regarding business processes, they consider various factors that impact strategic development. This process requires a coherent policy to enhance organizational competitiveness. Consequently, organizations should foster coordinated efforts across different departments, creating opportunities for strategic development and encouraging the establishment of plans that optimize organizational resources [16].

Regarding organizational culture and its relationship with leadership, Molero [17] argues that culture is a determining factor in the type of leadership, as it reflects the characteristics of each society. Similarly, leadership traits can significantly influence and enhance effectiveness within a given context. This demonstrates a mutual relationship between the two concepts: leadership shapes behaviors, goals, and strategies employed by the leader, while culture guides the leader's values and ideals.

Hofstede [18] presents the dimensions of leadership across different cultures, including national culture and leadership, power distance and leadership, individualism/collectivism and leadership, masculinity/femininity and leadership, and uncertainty avoidance and leadership. Various authors have researched the relationship between these dimensions and leadership. Overall, findings suggest that these dimensions facilitate cross-cultural comparisons. Additionally, there is a recognized need for further studies on how culture influences the practical implementation of specific leadership styles [17].

On the other hand, an important aspect to highlight in this discussion is the expected relationship between leadership and management. If there is no balance between the two, organizations tend to become excessively bureaucratic. Therefore, achieving an equilibrium between leadership and management is essential for obtaining optimal results. When effectively combined, leadership and management can complement each other, enhancing the efficiency of organizational operations [19].

Ultimately, decision-making is a crucial aspect of organizations, as a leader determines the direction to follow, including the necessary resources and support. As noted by Weinberg and Gould [20] in management, the use of various strategies to facilitate the decision-making process—such as motivational techniques, feedback, and others—strengthens interpersonal relationships and enhances the group's confidence in the leadership team.

The role of a leader within an organization is fundamental. According to Novitasari, et al. [21] the absence of leadership in organizations can result in a lack of strategic direction, ineffective communication processes, and a noticeable decline in employee motivation and commitment.

From a theoretical perspective, various approaches to leadership exist. For instance, Pathania, et al. [22] emphasize the significance of individual personality traits, arguing that focusing on observable characteristics helps explain both individual and collective behavior. This idea reinforces Stogdill [23] assertion that leaders are born, not made, as they inherently possess qualities such as intuition, capability, foresight, and integrity—traits that enable them to manage and oversee various organizational processes effectively.

On the other hand, the behavior-based or behavioral theory, as discussed by Lewin, et al. [24] focuses on analyzing leaders' behaviors and their relationship with effective leadership. This theory presents two entirely opposing perspectives regarding personality: one suggests that individuals tend to avoid responsibility and generally require control and direction, while the other argues that some individuals demonstrate a high level of commitment and task organization.

Another relevant theory is the contingency theory, which posits that leaders operate within dynamic and ever-changing contexts. As a result, they face various situations that shape their leadership style depending on the circumstances [25].

Transformational leadership emerges when the relationship between leader and follower is aimed at mutual growth (Burns, 1978, cited by Stewart [26]). The outcome of transformational leadership is a reciprocal relationship that can even turn followers into leaders and leaders into change agents. This concept is reinforced by Bass and Bass [27] who expanded on Burns' work, along with contributions from House and other scholars, emphasizing the needs of followers over those of the leader. Similarly, Dallimore and Mickel [28] agree that implementing this type of leadership yields positive results within organizations, as transformational leaders foster meaningful changes in the organizational environment [29]. This suggests that organizations should implement fundamental decisions to enable the proposed transformation. In line with this perspective, Salgado Escobar, et al. [30] argues that establishing a clear reward system, as recommended in the transactional leadership approach, contributes to the development of an innovative organizational climate.

Organizational culture can be defined as a set of concepts and meanings shared and believed by a specific group. It reflects how companies operate and how their members behave when addressing various situations that may arise, as well as its overall influence within the organization [31].

As Pfeffer [32] states, organizational culture can be understood as a set of rules and means that shape values, norms, and meanings among the members of a company. This concept plays a significant role in productivity and human relations within organizations, highlighting its importance in

organizational environments. Organizational culture helps identify key factors that significantly impact employee performance, such as the work environment, corporate values, and employees' perceptions of these values, all of which influence behaviors and directly affect interaction patterns within the organization [7]. Furthermore, within an organization, shared experiences, ideas, visions, and cultural traits are continuously learned, fostering identity and a sense of belonging [4]. These aspects are also fundamental to organizational culture, as they contribute to its consolidation and integration within the daily operations of an organization.

Based on the above, the central objective of this research is to identify the influence of leadership on the development of organizational culture within companies.

2. Methodology

This document aims to contribute to the existing literature by employing the literature review method, which involves the systematic and structured collection of data to address a clearly defined and concisely formulated research question [33]. The study follows the methodological approach proposed by Petticrew and Roberts [34] which is specifically designed for social sciences research and is structured around six defined steps. Additionally, it incorporates elements from the PRISMA [35] statement protocol, as outlined below:

Step 1) Formulation of Research Question(s): A primary research question is established, along with four additional questions related to the research process. These questions are as follows: How does leadership influence the development of organizational culture in companies? What are the main types of leadership employed for the development of organizational culture in companies? What are the key contributions of research regarding the influence of leadership on the development of organizational culture in companies? What research methodologies have been applied in the studies reviewed? What data collection instruments have been used in the development of the research?

Step 2) Selection of Database(s) and Definition of Search Equation(s): The research is conducted using the Scopus bibliographic database. The search equation terms are presented in Table 1, including synonyms or similar keywords. Additionally, the corresponding English translations are utilized to enhance search precision and obtain a broader range of results.

Table 1.
Terms to Use in the Search Equation in the Scopus Database.

Leadership	Development	Organizational culture	Company
	Developing	Organization culture	Business
			Enterprise

The following search equation is used to search: (leadership) AND (development OR developing) AND (organizational culture OR organization culture) AND (company OR business OR enterprise).

Step 3) Formulation of Inclusion and Exclusion Criteria. The following inclusion and exclusion criteria are established: Review period: 2015–2023; Field of knowledge: Business, Management, and Accounting; Document types: Articles, books, book chapters; Document language: English and Spanish; Inclusion requirement: Availability of the full version of the document.

Step 4) Bibliometric Analysis: Considering the relevance of bibliometric analysis [36] this research employs descriptive statistics to examine various categories or factors. These include journal identification, author identification, affiliated institutions, countries, and other elements that help visualize trends in the generation of knowledge related to the subject of this study.

Step 5) Evaluation of the Scientific Quality of Publications: In the process of assessing the scientific quality of the documents used in the proposed systematic review, eleven criteria proposed by Petticrew and Roberts [34] adapted by Gast, et al. [37] will be applied. These criteria allow for evaluating the clarity of the research objective, the relevance and adequacy of the chosen method to answer the research question, the sufficiency of processed data and the approach to its analysis, the accuracy and

clarity of the research problem's context, the clarity in presenting results, the reliability and validation of the research, and whether the study effectively addresses the research question based on empirical evidence [38]. Each criterion is assessed according to three parameters: If the criterion is not defined, it receives a score of 0.0; If the criterion is present but not entirely clear, it is assigned a score of 0.5; If the criterion is fully and clearly presented, it is given a score of 1.0; This results in a scoring scale ranging from 0 to 11. To be considered in the review, a document must achieve a minimum quality score of 8 points.

Once all the criteria established for the systematic review have been applied, the selection process is presented following the protocol outlined in the PRISMA [35] statement, as illustrated in Figure 1.
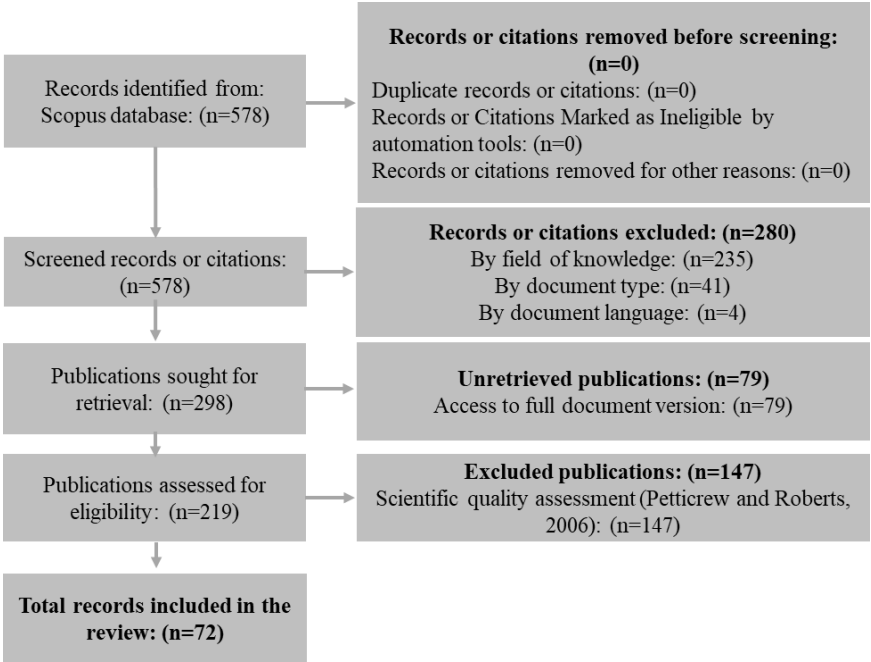
Figure 1.
Schematization of the Method Application in the PRISMA Statement.
Note: Rivero, et al. [39] and Petticrew and Roberts [34].

With the selection process adjusted to the established parameters, out of the 578 documents identified in the Scopus bibliographic database, 72 records were deemed suitable for review. Table 2 presents the list of included documents, detailing the document ID (identifier number within this review), document citation, year of publication, and number of citations.

Table 2.
Documents Included in the Systematic Review.

ID	Document cited	Year	Cites	ID	Document cited	Year	Cites
1	Valmohammadi and Roshanzamir [40]	2015	198	37	Nobles [41]	2019	4
2	Warrick [42]	2017	153	38	Mitonga-Monga, et al. [43]	2023	3
3	Schiuma, et al. [44]	2022	103	39	McMurray, et al. [45]	2021	3
4	He, et al. [46]	2023	101	40	Lattuch and Ruppert [47]	2022	3
5	Azim, et al. [48]	2019	70	41	Al Dhanhani and Abdullah [49]	2021	3
6	Sidani, et al. [50]	2015	50	42	Sarasty, et al. [51]	2022	2
7	Cho, et al. [52]	2019	26	43	Haines and McKeown [53]	2023	2
8	Hossain, et al. [54]	2022	24	44	Brownfield, et al. [55]	2020	2
9	Soni, et al. [56]	2023	22	45	Hradílek [57]	2020	2
10	Muisyo, et al. [58]	2022	21	46	Edmonstone [59]	2017	2
11	Hechanova, et al. [60]	2018	21	47	Ashta and Stokes [61]	2023	1
12	Chen and Yan [62]	2022	18	48	Curado, et al. [63]	2022	1
13	Foncubierta-Rodríguez [64]	2022	14	49	Lee and Xu [65]	2023	1
14	Brandt, et al. [66]	2019	14	50	Day [67]	2023	1
15	Pirayesh and Pourrezay [68]	2019	14	51	Dohroo, et al. [69]	2023	1
16	Kumar, et al. [70]	2022	12	52	Kosonen, et al. [71]	2022	1
17	Ratnasari, et al. [72]	2019	12	53	Sjachriatin, et al. [73]	2023	1
18	Barrett, et al. [74]	2022	11	54	Beech, et al. [75]	2023	1
19	Baloch, et al. [76]	2018	11	55	Vanka, et al. [77]	2020	1
20	Baloch, et al. [76]	2022	10	56	Pillay, et al. [78]	2023	0
21	Lamsam, et al. [79]	2023	10	57	Akande and Akande [80]	2021	0
22	Junior, et al. [81]	2021	9	58	Mårtensson, et al. [82]	2023	0
23	Utoft [83]	2023	9	59	Parra, et al. [84]	2023	0
24	Nordin, et al. [85]	2017	9	60	Lungisa, et al. [86]	2023	0
25	Ribeiro, et al. [87]	2023	8	61	Grieser and Pedell [88]	2022	0
26	Ávila Bohórquez and Gil Herrera [89]	2023	8	62	Oyono and Ondoa [90]	2023	0
27	Shortland and Porter [91]	2020	8	63	Sengupta [92]	2022	0
28	Valldeneu, et al. [93]	2021	13	64	de la Garza Carranza, et al. [94]	2019	0
29	Lokaj and Sadrija [95]	2021	7	65	Gupte [96]	2015	4
30	Saputra and Hutajulu [97]	2020	7	66	Hartono, et al. [98]	2019	0
31	Zarei, et al. [99]	2023	6	67	Scheepers and Reddy [100]	2019	0
32	Joseph, et al. [101]	2023	5	68	Ganiyu and Oladejo [102]	2020	0
33	Al-Shaiba, et al. [103]	2022	5	69	Jelić and Aksentijević Jelić [104]	2019	0
34	Sundiman, et al. [105]	2020	5	70	Nieminen, et al. [106]	2017	0
35	Valk, et al. [107]	2021	5	71	Suardini, et al. [108]	2018	0

ID	Document cited	Year	Cites	ID	Document cited	Year	Cites
36	Nobles [41]	2020	4	**72**	Sima [109]	2018	0

Step 6) Category Analysis. The categories developed are derived from the research questions posed. The following categories are proposed for the formulated questions:

Table 3.
Work Categories.

| Question	Categories
How does leadership influence the development of organizational culture in companies?	*In Strengthening Work Teams *In Sustainable Performance Focused on Social Capital *In Building Communication and Mutual Understanding Strategies *In Human Talent Training at the Intra-Business Level *In Developing Capacities such as Innovation and Decision-Making for *Sustainable Development *In Raising Awareness of Cultural Aspects (Adaptability, Communication, Empowerment) *In Generating Shared Responsibility (Leaders and Workers), Including the Decision-Making Process *In Implementing Gender Equity within the Organization *In Incorporating Values Related to Competitiveness and Environmental Care *In Promoting Work-Life Balance Across Personal, Family, and Professional Dimensions *In Practicing Corporate Social Responsibility
What are the main types of leadership employed for the development of organizational culture in companies?	*Authentic Leadership *Classical Leadership *Collaborative Leadership *Democratic Leadership *Empowering Leadership *Strategic Leadership *Ethical Leadership *Innovative Leadership *Intellectual Leadership *Lateral Leadership *Participative Leadership *Transactional Leadership *Transformational Leadership

Table 3 presents the categories identified for the first three research questions, which have emerged inductively, meaning they have been identified through the analysis of the reviewed documents.

3. Results

In the research that examines the behavior of the leadership phenomenon in the organizational context, the items consulted in Scopus and other documentary sources are analyzed. Below, the results of the review are presented, obtained after conducting the corresponding search in the Scopus database, considering the search criteria specified in this study.

3.1. Bibliometric Analysis

This section begins with the analysis of the documents reviewed within the timeframe from 2015 to 2023, which is the period established for this study. It presents a year-by-year trend, as illustrated in Figure 3.
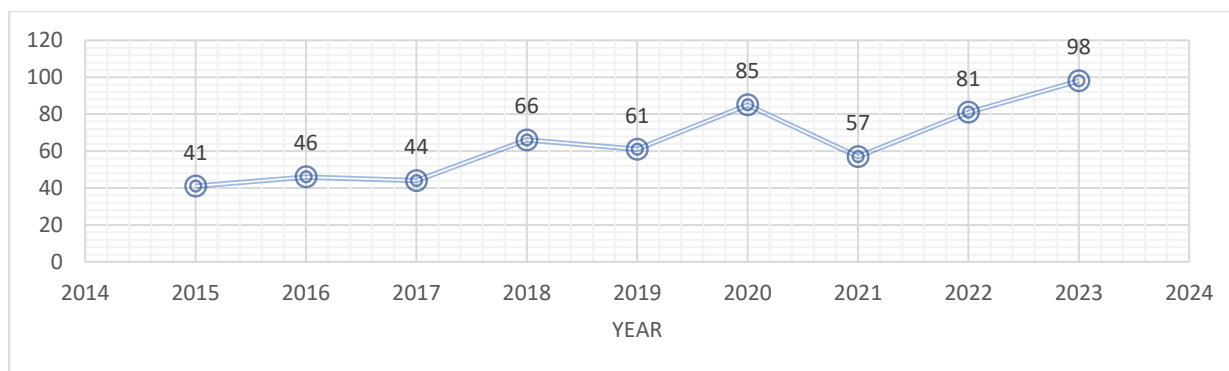
Figure 2.
Documents per Year.

This analysis highlights the predominant trend from 2014 to 2024, revealing that 2023 had the highest number of records, representing 11% of the total, equivalent to 98 reviewed documents, followed by 2020, which accounted for 9% with a total of 85 reviewed records. This is particularly significant for the decade of the 2020s, as the references are notably representative. Similarly, a growth trend is observed throughout the period analyzed, which is relevant to consider. Specifically, in 2023, there were a total of 98 records, representing 17% of all publications found within the study period (2015–2024), reflecting a strong interest in the research topic.

The validated documents include authors from various nationalities, particularly from European countries where these articles were developed. This figure highlights a significant number of documents written in Europe; however, the most notable source comes from South Africa, specifically from the University of Johannesburg, which contributed nine documents. This institution stands out as a leading university in research and scientific production in areas such as technology, climate change, and sustainability.
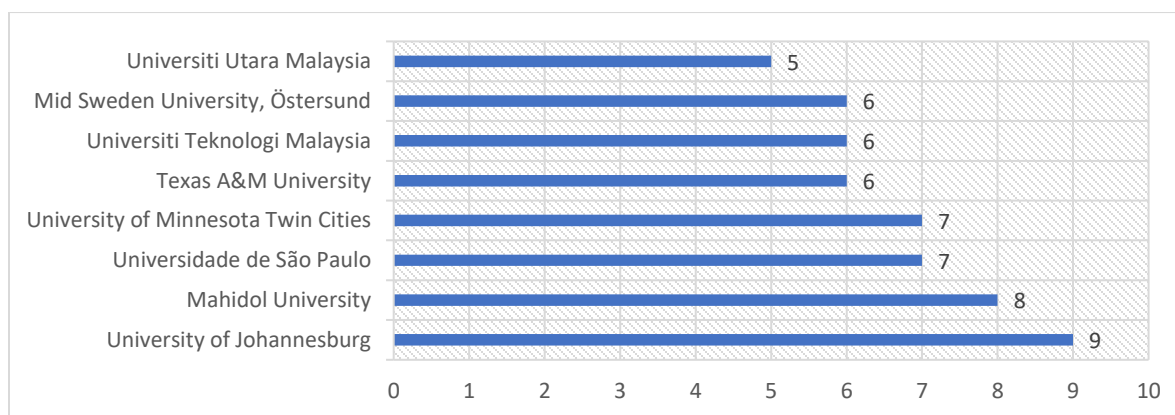
Figure 3.
Documents by Affiliation.

Similarly, regarding institutional affiliation, Mahidol University, located in Thailand, is also identified. This institution has become one of the most prestigious universities in the country, internationally recognized for the high level of research and teaching of its faculty, as well as its outstanding achievements in education, research, international academic collaboration, and professional services. About this process, it is important to clarify that the VOSviewer software was used, a tool designed for constructing and visualizing bibliometric networks.
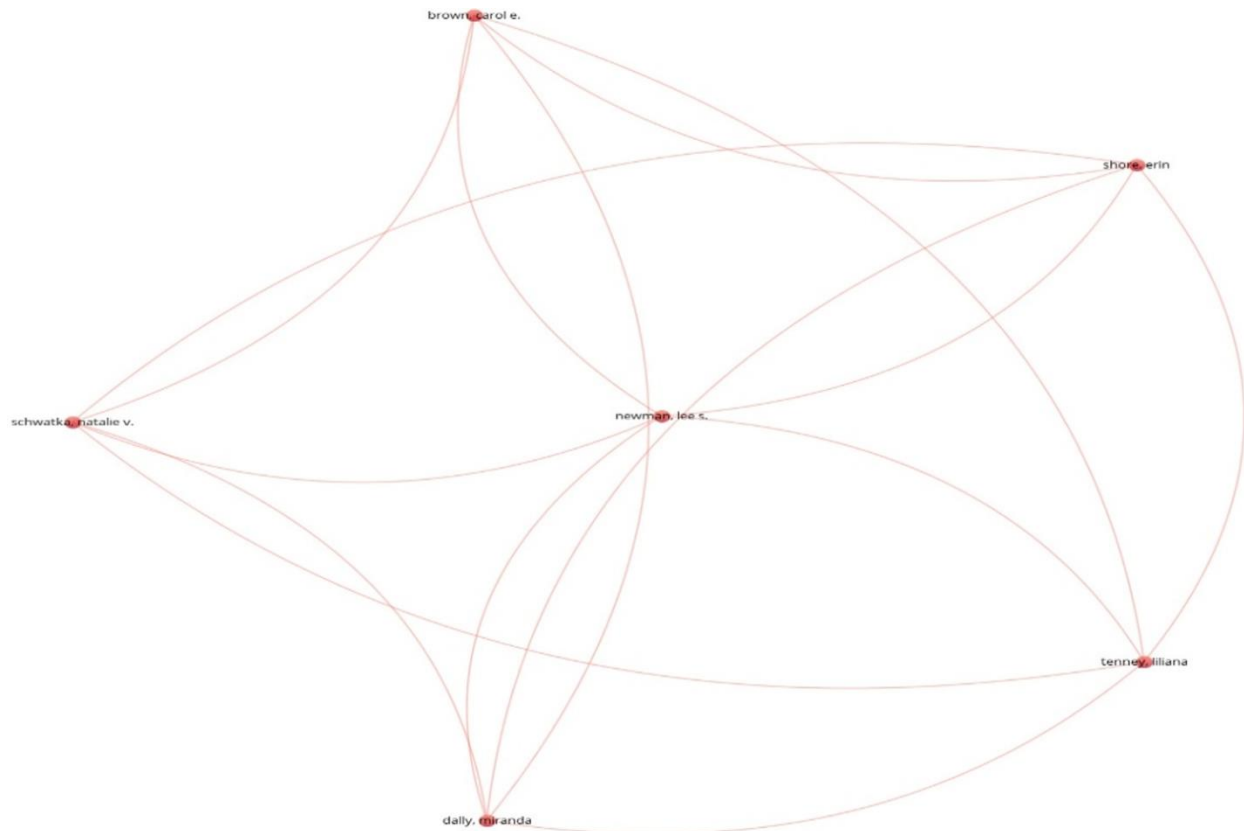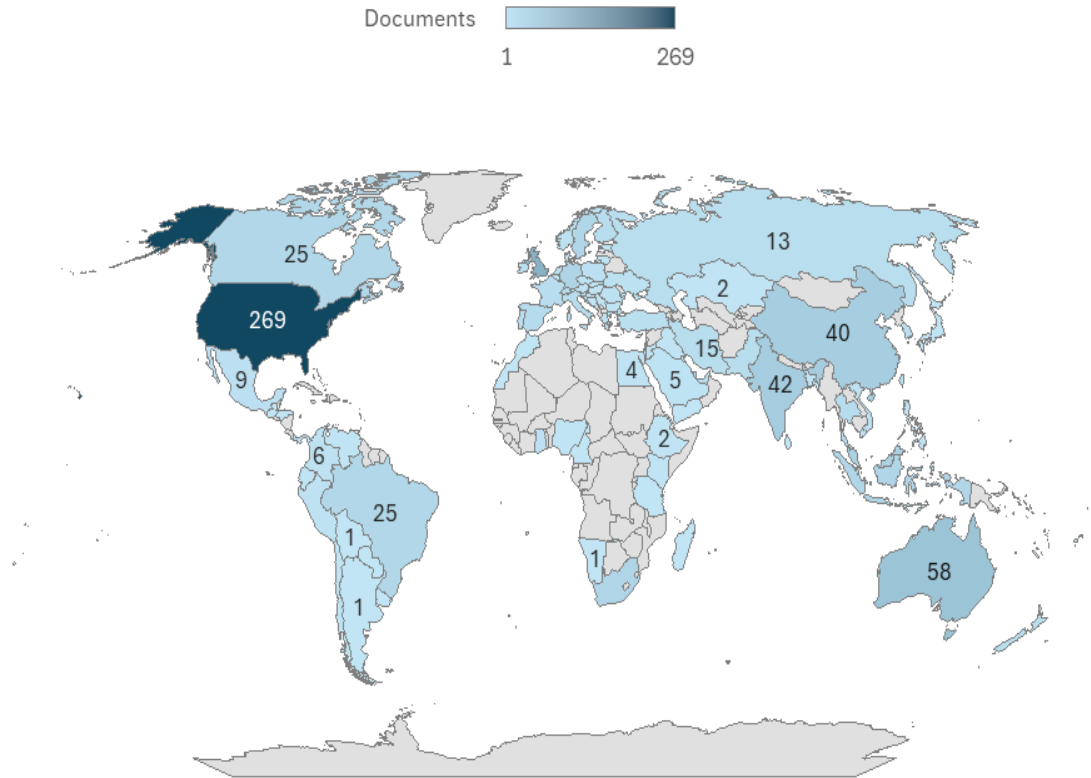
Figure 4.
Bibliometric Analysis – Author Relationship.

As evidenced in this figure, the authors are represented using a combination of colors, points, lines, symbols, numbers, text, and a reference system (coordinates). This allows for the inference of relationships among the authors with the highest number of publications related to the development of the topic of interest.

Accordingly, Figure 5 identifies publications by authors such as Perilla, as well as other authors like Kantabutra, S., and Cho, Y., whose works demonstrate a connection between the concepts of leadership and organizational culture. This relationship aligns with the analysis of co-occurrence among authors.

Figure 5.
Co-occurrence of Keywords.

In this keyword co-occurrence network (KCN) figure, the frequency of words appearing together in a document is displayed. The nodes represent unique words, while the edges indicate the frequency with which they co-occur. This analysis allows for the identification of patterns and relationships in qualitative data. Notably, key terms such as leadership, organizational culture, sustainability, and development emerge, demonstrating coherence with the knowledge structure of the research fields identified in this study.

Regarding country distribution, 23.84% of the documents were found in the United States, totaling 269 references. The United Kingdom follows with the same percentage (23.84%), accounting for 87 references, while Australia reports 5.4%, with a total of 58 references. This finding is particularly interesting as it highlights a significant challenge for Latin America, where no substantial progress in this field has been identified.
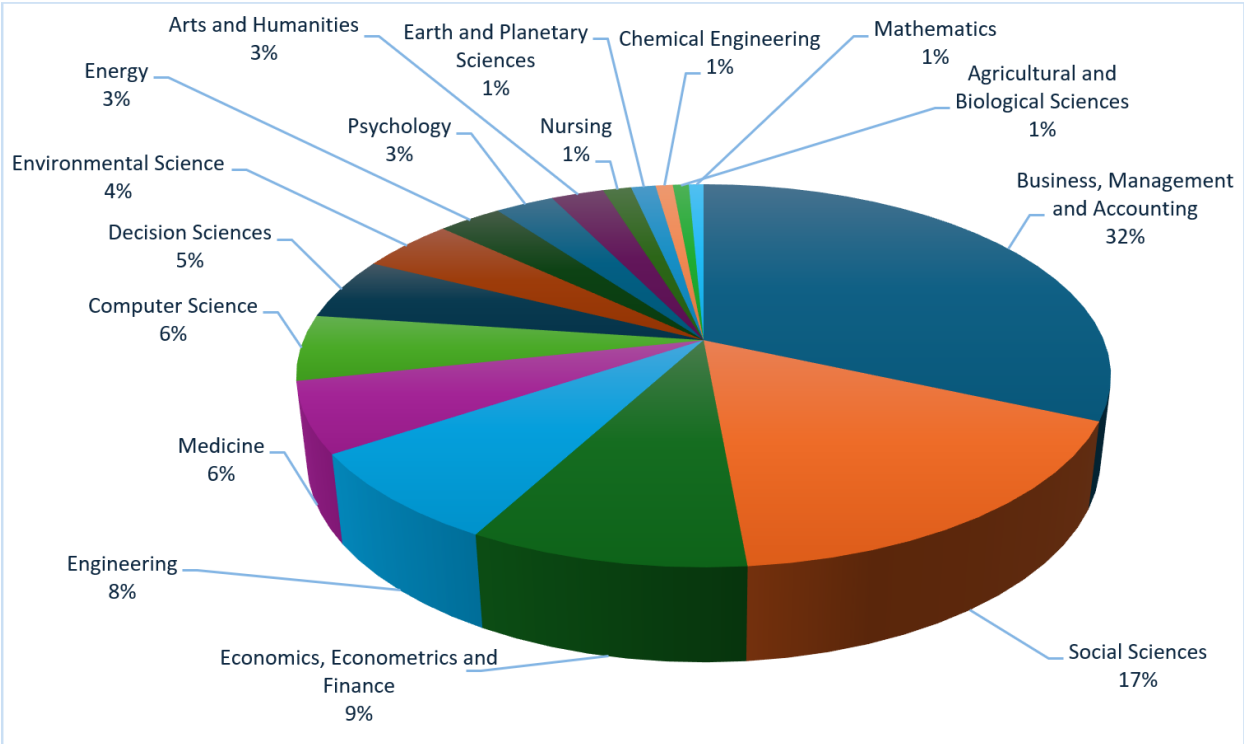
Figure 6.
Distribution of Documents by Country.

This situation is particularly interesting to consider in a Latin American context, as studies like the present one contribute concretely to increasing references on the topic. Regarding the type of document, the highest percentage, 62%, corresponds to journal articles, followed by 16% representing conference proceedings, and 8% corresponding to book chapters, for a total of 965 documents. This is noteworthy since most of the referenced material consists of academic articles.
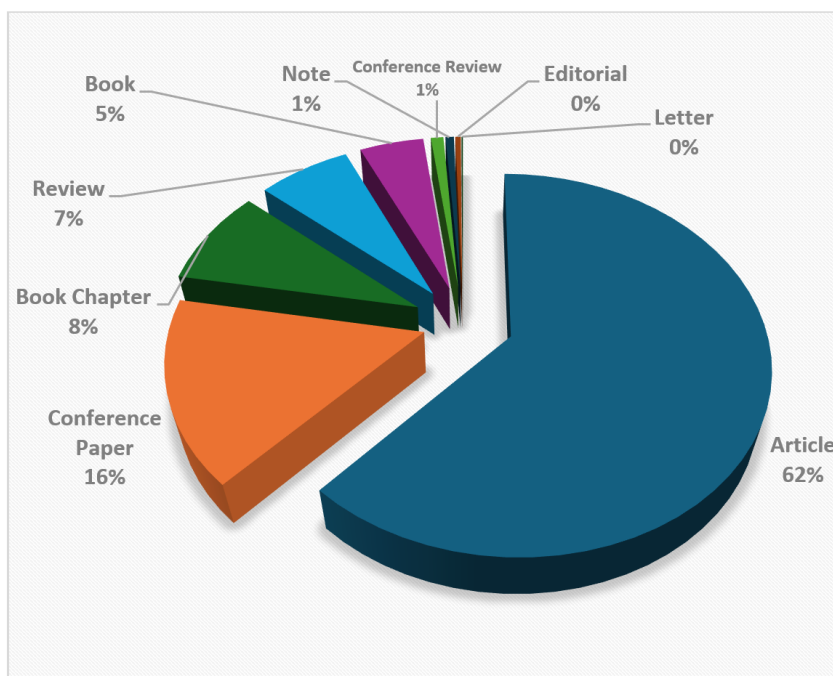
Figure 7.
Types of Documents.

In this way, it is evident that the research reviewed in this article is of interest to various scholars, considering that most of the documents correspond to scientific articles. Regarding the field of knowledge consulted, 32% corresponds to the area of business, management, and accounting, represented by a total of 543 documents in this field. This is followed by the social sciences, accounting for 17% with 290 documents. Lastly, the field of economics and finance is represented by 9%, totaling 160 documents in this category.

Figure 8.
Distribution of Documents by Knowledge Area.

Regarding this item, there is evident coherence in the field of knowledge between business and social sciences, as leadership is undoubtedly directly related to these areas in which individuals operate.

Concerning funding sponsors, most of the referenced documents are funded by the National Natural Science Foundation of China (NSFC), which is managed by the Ministry of Science and Technology of China and is recognized as a major sponsor of scientific research in China. Its mission includes supporting basic research, fostering talented researchers, developing international cooperation, and promoting socio-economic development. In this context, 12 documents were identified. Following NSFC, the National Institute for Occupational Safety and Health (NIOSH), which conducts research and provides recommendations for preventing work-related injuries and illnesses, and the National Office for Philosophy and Social Sciences each accounted for 5 documents. Subsequently, the Conselho Nacional de Desenvolvimento Científico e Tecnológico, the European Commission, the Fundação para a Ciência e a Tecnologia, the Ministry of Higher Education (Malaysia), and the U.S. Department of Health and Human Services each funded 4 documents. Finally, the Centers for Disease Control and Prevention, the Economic and Social Research Council, the Ministry of Science and Technology of the People's Republic of China, and the National Institutes of Health were each associated with a total of 3 documents.

3.2. Category Analysis Based on Findings

The following section presents the results of the review of the 72 documents that met the selection criteria detailing the three categories proposed in the research methodology. Regarding the type of research methodology implemented in the selected documents, an analysis was conducted to determine the prevailing methodological trends. This behavior is illustrated in Table 4.

Table 4.
Methodologies Found in the Documents.

Research Methodology	Number of documents	ID
Qualitative	41	1,2,3,4,6,7,9,10,12,14,15,17,18,25,27,28,30,32,33,35,36,37,40,43,46,47,50,51,53,55,57,58,60,61,62,65,67,68,69,70,72
Quantitative	18	8,11,16,19,20,21,22,23,29,31,38,41,48,59,63,64,66,71
Mixed	13	5,13,23,24,34,39,42,44,45,49,52,54,56

Regarding the research methodology, it was found that 57% of the studies employed a qualitative methodology, followed by a quantitative approach applied to 25% of the total. Finally, 17% of the analyzed documents were developed using a mixed methodology. This indicates a predominance of the qualitative methodology.

Another relevant element for this study is the identification of the type of data collection instrument used, which allows for an understanding of the strategies implemented in the data collection process within the referenced documents. Table 5 presents the results.

Table 5.
Research Instruments Used in the Documents

Data Collection Instrument	Number of documents	ID
Document Analysis	26	2, 3, 17, 23, 25, 37, 39, 40, 43, 44, 45, 46, 47, 49, 52, 54, 55, 57, 58, 62, 63, 64, 65, 67, 68, 69, 70, 72
Survey	18	5, 8, 10, 11, 12, 13, 15, 16, 20, 21, 22, 24, 26, 32, 34, 38, 53, 66, 71
Questionnaire	11	19, 28, 29, 30, 31, 41, 42, 48, 50, 51, 54, 56, 64
Interviews	8	4, 6, 7, 9, 14, 24, 27, 35, 61
Case Study	6	1, 18, 33, 36, 59, 60

Regarding the type of instrument used for data collection, it was identified that 36% corresponded to the category of document analysis, totaling 26 documents, followed by 25% represented using surveys, with a total of 18 documents. Regarding the question "How does leadership influence the development of organizational culture in companies? "Table 6 presents the findings. Based on the processed information from the 72 documents, 11 categories were identified, as shown below.

Table 6.
How Leadership Influences the Development of Organizational Culture in Companies.

Item	Number of documents	ID
In Promoting Work-Life Balance Across Personal, Family, and Professional Dimensions	22	4, 17, 20, 22, 23, 26, 27, 28, 30, 33, 40, 41, 44, 47, 48, 50, 54, 55, 59, 64, 65, 68
In Developing Capacities such as Innovation and Decision-Making for Sustainable Development	10	11, 16, 32, 34, 36, 39, 42, 49, 58, 66
In Human Talent Training at the Intra-Business Level	9	5, 19, 21, 25, 31, 35, 38, 46, 56
In Building Communication and Mutual Understanding Strategies	7	1, 2, 37, 63, 67, 70, 72
In Generating Shared Responsibility (Leaders and Workers), Including the Decision-Making Process	5	9, 10, 14, 29, 71
In Raising Awareness of Cultural Aspects (Adaptability, Communication, Empowerment)	4	3, 18, 53, 61
In Strengthening Work Teams	4	24, 45, 52, 57
In Sustainable Performance Focused on Social Capital	4	8, 13, 51, 60
In Implementing Gender Equity within the Organization	4	6, 7, 43, 62
In Incorporating Values Related to Competitiveness and Environmental Care	2	12, 15
In Practicing Corporate Social Responsibility	1	69

Regarding the question of how leadership influences the development of organizational culture in companies, the reviewed documents show a common finding: leadership primarily influences the promotion of work-life balance across personal, family, and professional dimensions. This category is represented in 22 documents, accounting for 35% of the total. The second most significant category identifies leadership as a driver for building capabilities such as innovation and decision-making for sustainable development, with a total of 10 documents, representing 14% of the total. These dynamics align with the leadership styles identified in the analysis.

The category related to human talent development at the intra-company level accounts for 12.5% of the total. Similarly, 8.3% of the total documents fall under the category of building communication strategies and mutual understanding. Additionally, the category of fostering shared responsibility between managers and employees, including the decision-making process, represents 7%. This is followed by categories such as raising awareness of cultural aspects (adaptability, communication, empowerment), strengthening work teams, sustainable performance focused on social capital, and implementing gender equity within the organization. Each of these categories is represented by four documents, accounting for 5% respectively. Lastly, the category addressing the incorporation of values related to competitiveness and environmental care is represented by 3% of the total documents.

Regarding the question "What are the main types of leadership employed for the development of organizational culture in companies? ", Table 7 presents the identified results.

Table 7.
Main Types of Leadership Used in the Documents.

Types of Leadership	Number of documents	ID
Transformational Leadership	51	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 20, 21, 22, 24, 28, 29, 32, 33, 34, 35, 36, 39, 40, 41, 42, 44, 47, 48, 52, 53, 54, 56, 57, 58, 59, 62, 63, 65, 66, 68, 69, 70, 71, 72
Authentic Leadership	4	43, 49, 50, 55
Classical Leadership	4	46, 60, 64, 67
Ethical Leadership	3	38, 51, 61
Participative Leadership	2	23, 31
Collaborative Leadership	1	25
Democratic Leadership	1	37
Empowering Leadership	1	28
Strategic Leadership	1	27
Innovative Leadership	1	16
Intellectual Leadership	1	19
Lateral Leadership	1	45
Transactional Leadership	1	30

Regarding the type of leadership employed for the development of organizational culture in companies, the review indicates that 71% of the studies reference transformational leadership, followed by authentic and classical leadership, each representing 5% of the total. Additionally, to a lesser extent, the studies also mention ethical leadership, participative leadership, and other leadership styles, including collaborative, democratic, empowering, strategic, innovative, intellectual, lateral, and transactional leadership.

Regarding the question "What are the key contributions of research regarding the influence of leadership on the development of organizational culture in companies?", the following contributions were identified in the review process:

- Contributes to the development of capabilities such as resilience, creativity, innovation, and knowledge transfer.
- Supports the development of key factors such as communication, planning, control, and the implementation of sustainability strategies.
- Aids in aligning organizational strategy with the well-being of employees across different dimensions.
- Promotes collaboration and coordination within the organization.
- Encourages gender equity within the organization.
- Foster digital transformation as an organizational strategy.
- Facilitates the adoption of green human resource practices within the organization.

4. Discussion

The results obtained in this research confirm the findings of Lawrence [12] who stated that organizations implementing work-life balance policies exhibit a positive perception among employees, which is reflected in organizational outcomes.

In this regard, the findings align with various studies that highlight the importance of identifying the relationship between work-family culture, emphasizing the relevance of implementing appropriate policies [11]. These policies contribute to employees perceiving a positive impact on their professional development because of such implementation [13]. This situation is reflected in Table 6, where it was found that 35% of the analyzed documents coincide in identifying the influence of leadership on promoting employees' balance across personal, family, and professional dimensions, further reinforcing the consistency of these findings.

Similarly, the findings align with various analyses indicating that the implementation of organizational policies that mediate between family and professional life generates tangible benefits for both the organization and its employees, including reduced stress levels [28]. In this regard, promoting transformational leadership within organizations undoubtedly has positive effects on employees' well-being, enhancing trust in the organization and work performance.

It is essential to identify the factors that contribute to leadership within companies, one of which, as identified in Table 6, is innovation and decision-making within the organization. This aspect enables organizations to identify opportunities for strategic development and optimize their operations [16]. For this reason, in an innovative business environment, leaders play a crucial role, as they are expected to foster creativity, enhance communication, and implement innovative practices that encourage idea exchange and continuous learning, as noted by Araya Pizarro [14].

Regarding transformational leadership, the review indicates that 71% of the studies refer to this leadership style as a key factor in developing organizational culture. Fostering an innovative environment within an organization requires adopting a transformational approach, as transformational leaders inspire, motivate, and stimulate employees' creativity, thereby contributing to a positive work environment [29]. Meanwhile, Salgado Escobar, et al. [30] suggest that transactional leadership, which is based on a system of clear expectations and rewards, can also play a significant role in achieving an innovative organizational climate.

It is important to highlight that in today's dynamic business environment, leaders face significant challenges, such as establishing strategies and action plans to achieve organizational goals while simultaneously developing employees' competencies. Pedraza and González [9] emphasize the strong link between human talent and organizational development, advocating for work environments that facilitate such growth. As a result, new managerial trends increasingly emphasize the human dimension within organizations, urging leaders to recognize the value of human talent from an organizational management perspective [10].

5. Conclusions

Leadership influences the development of organizational culture through various factors, such as strengthening work teams, maintaining sustainable performance based on social capital, designing communication and mutual understanding strategies, and fostering human talent development at the intra-organizational level. Likewise, it contributes to the generation of key capabilities, such as innovation and decision-making for sustainable development. Furthermore, it promotes awareness of cultural aspects, including adaptability, communication, and empowerment, as well as the adoption of shared responsibility between managers and employees in decision-making processes. Similarly, it encourages the integration of values related to competitiveness and environmental protection, supports the balance between employees' personal, family, and Work-Life, and reinforces the implementation of corporate social responsibility.

Different leadership approaches or styles influence followers more effectively depending on the context or situation. The main leadership styles identified in this research include authentic, classical, collaborative, democratic, empowering, strategic, ethical, innovative, intellectual, lateral, participative, transactional, and transformational leadership.

The findings from various reviewed studies highlight how leadership influences organizational culture by fostering key factors such as communication, planning, control, and the implementation of sustainability strategies. Additionally, leadership plays a role in promoting gender equity within organizations, driving digital transformation as an organizational strategy, incorporating green human resource practices, aligning organizational strategy with employees' well-being across different dimensions, and enhancing collaboration and coordination within the organization.

Leadership entails a direct influence between the leader and their team, impacting the team's response to various processes. This influence is reflected in the organizational culture adopted by the team.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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